A. Introduction

On September 6, 2012, Vice Provost Alan Boyette presented a report on Fall 2012 enrollment to the UNCG Board of Trustees (see Appendix I). These data had been developed two days prior to the Board meeting, on the institution’s official “Census Date” (the point in the semester when all UNC System campuses take an enrollment snap-shot for reporting purposes). Accordingly, there had been no opportunity for analysis of these enrollment data. As requested by the Trustees, this report provides additional information about the most significant enrollment outcomes.

For purposes of context, it should be noted that headcount enrollment dropped at eight of the 16 UNC System campuses from Fall 2011 to Fall 2012, representing a net decline of 0.4%. New freshmen enrollment was down 0.3% system-wide (see Appendix II).

B. Six significant enrollment outcomes

(1) Growth of the freshman class

UNCG enrolled 2,512 freshmen, exceeding its target of 2,450 by 2.5% and increasing the class size by 2.8% over last year. This was done despite receiving approximately 1,370 fewer applications for Fall 2012 than Fall 2011. Factors contributing to the application decline may have included the introduction of an application essay, increase in the application fee from $45 to $55, an unexpected reduction of freshmen recruitment in the School of Education, tightening of academic standards for aspiring nurses, changes in federal and state financial aid funding, and, of course, the prevailing economy.

The class yield (proportion of students offered admission who actually enrolled) increased by 5.2%, from 38.1% in 2011 to 43.3% in 2012. One likely factor in this increase was the introduction of the application essay, which may have resulted in only seriously interested students applying to UNCG. Many strategies were employed to meet enrollment goals and to target high-achieving undergraduates, such as:

- Over 600 annual recruitment events in 16 states;
- Alumni initiatives including nine summer send-off parties for enrolling freshmen;
- Showcasing the Lloyd International Honors College and Learning Communities;
• Recommending UNCG in 3 to students with at least 12 hours of college credit;
• Establishing a high school Counselor Advisory Board;
• Networking externally with counselors and other high school personnel;
• Partnering with faculty to send welcome emails to admitted students;
• Enhancing our electronic marketing, including new website and new mobile site;
• Enhancing print publications aligned with Integrated Marketing guidelines;
• Increasing prospect development significantly by using third-party vendors;
• Enhancing our focus on transfer students; and
• Catering to veterans and military-affiliated students.

(2) Decline of graduate enrollment

Graduate enrollment at UNCG declined by over three percent (109 students) in Fall 2012, and has been down for two consecutive years, in keeping with national trends. Factors responsible for the graduate enrollment decline include the following:

• Resources were not available to develop many new graduate programs;
• Due to economic conditions, employers suspended financial support programs for employees interested in pursuing graduate education;
• North Carolina discontinued participation in the Academic Common Market (ACM), which provided in-state tuition rates for non-North Carolina residents who did not have a similar program within their states.
• The federal government discontinued the in-school subsidy of student loans making financial aid more expensive for students; and
• The federal government imposed strict new regulations on certificate programs requiring significant documentation of employment outcomes.

The chart below shows a mixed picture in 2012 for UNCG. It shows that UNCG had slight growth in doctoral level enrollment and in our VISIONS program which enrolls students exploring graduate education. On the other hand, UNCG experienced a decline in master’s level enrollments, and in certificate programs.

<table>
<thead>
<tr>
<th>Class</th>
<th>Fall 10</th>
<th>Fall 11</th>
<th>Fall 12</th>
<th>Difference</th>
<th>Fall 12 Credit HRS.</th>
<th>%Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masters</td>
<td>1,932.00</td>
<td>1,881.00</td>
<td>1,753.00</td>
<td>(128.00)</td>
<td>15,052.00</td>
<td>-7%</td>
</tr>
<tr>
<td>Doctoral</td>
<td>748.00</td>
<td>762.00</td>
<td>806.00</td>
<td>44.00</td>
<td>5,225.00</td>
<td>5%</td>
</tr>
<tr>
<td>VISIONS</td>
<td>175.00</td>
<td>154.00</td>
<td>177.00</td>
<td>23.00</td>
<td>738.50</td>
<td>13%</td>
</tr>
<tr>
<td>Certificate</td>
<td>232.00</td>
<td>194.00</td>
<td>174.00</td>
<td>(20.00)</td>
<td>854.00</td>
<td>-11%</td>
</tr>
<tr>
<td>TOTALS</td>
<td>3,087.00</td>
<td>2,991.00</td>
<td>2,910.00</td>
<td>(81.00)</td>
<td>21,869.50</td>
<td>-3%</td>
</tr>
</tbody>
</table>
Major steps have been taken in order to reverse this trending decline. A concerted effort now helps the certificate-granting academic departments apply for gainful employment linkage in order to restore financial aid for their students. To date, 16 departments have submitted applications for this status. The Federal government has taken more than a year to review these applications, but eventually financial aid will be restored for these departments and this should help with enrollment.

Other graduate recruitment efforts newly initiated by The Graduate School have consisted of the following:

- A visitation program to bring prospective students to the UNCG campus;
- A program introducing our undergraduates to graduate program opportunities;
- Redesign of the Graduate School’s website and quarterly newsmagazine with particular attention to recruitment;
- A number of program recruitment plans developed by departments;
- Launching a 30-second television ad campaign for the fall on News 14 Carolina;
- Media ads on Time Warner Cable’s site;
- A fall radio advertising campaign (in September 2012);
- A comprehensive advertising campaign in college and university newspapers;
- A communications plan that includes creation and management of a graduate alumni networking group on LinkedIn.com; a Graduate School blog (http://gradschoolblog.uncg.edu/); a Facebook page; and a Twitter account;
- A commitment to reach out to military personnel, veterans, and dependents of veterans looking to continue their education;
- An accelerated model for Bachelor’s to Master’s Degree Programs as an efficient means to obtain a master’s degree; and
- A panel presentation on how to best manage student debt.

While UNCG is fighting against national trends, the recruitment efforts mounted thus far have shown promise. To date, started applications are 100% higher than last year.

(3) Growth of distance learners

The September 6, 2012 report documented headcount growth of more than six percent among students engaged in distance learning at UNCG. Overall, this increase reflects a nationwide trend of students with some college credits or a degree from a two-year institution seeking to complete a bachelor’s degree. As demonstrated by the following table, the number of undergraduate students in UNCG’s online degree completion programs increased from 569 to 677 students from Fall 2011 to Fall 2012.

It is anticipated that in the future, the pool of students seeking degree completion programs will be relatively stable. It is also anticipated that the proportion of this student population seeking degrees from four-year public institutions will increase significantly as the interest in degrees from for-profit universities declines.
Online Degree Programs - Undergraduate Students Fall 2008 - Fall 2012

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Studies</td>
<td>0</td>
<td>36</td>
<td>120</td>
<td>215</td>
<td>281</td>
</tr>
<tr>
<td>Health Studies</td>
<td>0</td>
<td>17</td>
<td>38</td>
<td>106</td>
<td>100</td>
</tr>
<tr>
<td>Birth-K Teach/Licensure</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>35</td>
<td>47</td>
</tr>
<tr>
<td>Early Care/Education</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>22</td>
<td>28</td>
</tr>
<tr>
<td>Humanities</td>
<td>0</td>
<td>185</td>
<td>184</td>
<td>165</td>
<td>149</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>26</td>
<td>72</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td>238</td>
<td>352</td>
<td>569</td>
<td>677</td>
</tr>
</tbody>
</table>

The Board has already been provided with a significant amount of information regarding the important changes implemented within UNCG’s Division of Continual Learning, the office designated as the primary distance learning support center. These changes, which help to create a much more entrepreneurial and business plan-oriented approach to online course and program development at UNCG, suggest that we should expect continued distance learning growth in the future.

(4) Freshman class characteristics:

a. SAT score improvement
   The freshman class headcount was 2,512, exceeding the size of last year’s freshman class by 69 students, and exceeding the targeted freshman enrollment goal by 62 students. In addition, the proportion of men to women rose by nearly two percentage points. Despite this growth and change in composition, the SAT (Critical Reading + Math) average rose by two points to 1034 (includes SAT scores and ACT scores converted to SAT scores). We attribute this outcome to enhanced recruitment of high-ability students and the “weeding-out” effect of the newly introduced admissions essay on the application.

b. Non-resident status
   Despite the fact that 30.4% of freshmen applicants were from states other than North Carolina, out-of-state enrolled students accounted for only 9.4% of the freshman class. We used enrolled student data from the preceding two years to inform our recruitment travel and to target out-of-state high schools. We spent more time visiting more out-of-state high schools than in recent history. The yield of admitted out-of-state students was 20%, the highest since 2004. During the years in between, the yield of out-of-state freshmen has ranged from 13-19%.

   In 2013, we are partnering with Alumni Affairs to plan six prospective student receptions, three of which are in New York, metro D.C., and Atlanta. In
addition, more academic departments have confirmed their willingness to send congratulatory emails to and make other contacts with their admitted students. These efforts should prove fruitful, but we are convinced that we will need substantially more scholarship money to attract the out-of-state students we seek to enroll.

c. Ethnic minority representation
Freshman class diversity increased by nearly four percent this year, resulting in an overall identified racial minority population of 37.3%; ethnic representation increases to 44.3% when Hispanic students are included. African-American freshmen increased by 3.2% to 28.1%.

(5) Growth of transfer students
UNCG is actively engaged in transfer student recruitment, but it is likely that external factors have likely also contributed to the significant growth in this area observed between Fall 2011 and Fall 2012 (from 1,526 to 1,691, or 11%). The long economic downturn has caused prospective freshmen to start at lower cost community colleges, and we are now seeing that migration to four-year schools for degree completion.

For Fall 2012, the following were the counties from which new transfers came to UNCG:

<table>
<thead>
<tr>
<th>County</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guilford</td>
<td>491</td>
</tr>
<tr>
<td>Forsyth</td>
<td>173</td>
</tr>
<tr>
<td>Wake</td>
<td>101</td>
</tr>
<tr>
<td>Alamance</td>
<td>74</td>
</tr>
<tr>
<td>Mecklenburg</td>
<td>73</td>
</tr>
<tr>
<td>Randolph</td>
<td>71</td>
</tr>
<tr>
<td>Durham</td>
<td>45</td>
</tr>
<tr>
<td>Davidson</td>
<td>43</td>
</tr>
<tr>
<td>Rockingham</td>
<td>33</td>
</tr>
<tr>
<td>Catawba</td>
<td>28</td>
</tr>
<tr>
<td>Buncombe</td>
<td>23</td>
</tr>
<tr>
<td>Orange</td>
<td>20</td>
</tr>
</tbody>
</table>

(6) Other population segments:

a. Adult Students
The number of adult students at UNCG has not changed significantly in recent years, largely due to economic factors. The number grew from 2,739 in 2008 to 3,321 in 2012 (growth of 21.2%), but UNCG added only one additional adult student between 2011 and 2012. Most adult learners are transfers: the 2011 freshman class included only three adult students and the 2012 freshman class included nine adults. As the economy improves, adult students may represent an enrollment growth prospect for UNCG.

b. Military-Related Students:
UNCG has undertaken many initiatives to increase its enrollment of military-related students. We currently have a record 473 students falling into this important category.
c. **International Students:**

In Fall 2012, UNCG increased its number of degree-seeking international students from 160 to 167 (4.7%). The increase was due to greater numbers of international undergraduates, who offset the three percent reduction in international graduate students. Despite this net positive growth, the University is not satisfied with the number or proportion of the freshman class or student body that is comprised of international students. No specific goals or targets have been set, but an institution like UNCG in a global city such as Greensboro can and should be home to more international students. A planning process is now underway to consider goals and targets that would be folded within a broader enrollment management plan.

We have recently undertaken the following recruitment initiatives to boost our international numbers, but serious resource constraints pose challenges.

- **Partnering with New Mind**
  
  *New Mind,* currently also working with NCSU, concentrates on recruitment and academic preparation for Chinese students. IPC has established a one-year pilot program with *New Mind* to see how effective this recruitment strategy can be. *New Mind* is working in conjunction with INTERLINK, our English-language instruction program. We provide *New Mind* with one office and minimal classroom space to provide Chinese students with academic and cultural preparation while completing their INTERLINK ESL training.

- **Recruitment trip to China and Vietnam**
  
  Our Director of International Admissions is currently on a recruitment trip with *New Mind* in both China and Vietnam. Besides meeting with potential students and parents, the Director will be meeting with New Mind staff members who recruit for UNCG. (*New Mind* paid for this trip.)

- **Partnership Agreement with Omani Embassy**
  
  In April last year, an Oman embassy visit led to an agreement to receive fully funded sponsored undergraduate students. In October we received five students who are currently undertaking their ESL coursework and will begin their degree-seeking studies next year. We have potential to gain 25 new students per year.

**APPENDICES**

I. **Fall 2012 Student Enrollment**
   
   *Report to the UNCG Board of Trustees on Fall 2012 enrollment (9/6/2012)*

II. **UNC System Headcount Enrollment, Fall 2012**